

Revision to the E7-E9 FITREP Communications Plan

GOAL:

To communicate to Navy Leadership and the Navy's Chiefs Mess a revision to the E7-E9 Fitness Report:

- Emphasize the reasoning behind the revision and the intended impact it will have on the Navy
- Outline the steps required to ensure the new Fitrep is ready by the September 2008 evaluation cycle for Chiefs and Senior Chiefs.

BACKGROUND:

In September 2006, the Master Chief Petty Officer of the Navy introduced his Mission, Vision and Guiding Principles for the Navy's Chiefs Mess. The intent was to re-enforce the expectation of Chief Petty Officers as Deckplate Leaders. Over the course of 18 months, the Mess and the rest of the Navy have recognized the Guiding Principles as the standard by which we should be evaluating Chief Petty Officers; and it established a baseline of expectations.

Since their introduction to the Fleet, the Guiding Principles have been included in Chief's Mess Training, Chief Selectee Training, Selection Board precepts for E7-E9, the Command Master Chief instruction and the Senior Enlisted Academy curriculum.

The revised Chief Petty Officer Evaluation (CHIEFEVAL) aligns the Navy's expectations of senior enlisted leaders with the way they should be evaluated.

The Guiding Principles (Deck-plate Leadership, Institutional and Technical Expertise, Professionalism, Loyalty, Character, Active Communication and A Sense of Heritage) will replace the previous performance traits (Professional Expertise, Command or Organizational Climate/Equal Opportunity, Military Bearing/Character, Teamwork, Mission Accomplishment and Initiative, Leadership and Tactical Performance).

The CHIEFEVAL differs from the previous fitrep only in the performance trait blocks. Trait average, summary average and blocks 1-32 remain unchanged and computations will not be affected by the revision.

NAVFIT 98A can not be reprogrammed in time for use in the September 2008 evaluation cycle. Therefore, commands will be asked to take specific steps to (a) evaluate their Chiefs using the CHIEFEVAL and (b) ensure reports forwarded to NPC are done so with no missing data. Step by step instructions will be sent via NAVADMIN.

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CORE MESSAGES:

- **Reasoning**
 - Evaluation of Chief Petty Officers based on the Mission, Vision and Guiding Principles began in early 2007 when the MVGP were included in the E8/E9 selection board precepts.
 - However, until commanding officers are asked to formally include the MVGP as the means they use to grade and rank Chief Petty Officers there will be a misalignment of expectations and performance.
 - Inserting the Guiding Principles into the fitness report as performance traits ensures that a Chief is evaluated on the success of the Sailors they lead, the impact they have on mission accomplishment and the command in general. There is still ample opportunity for recognition and reward for individual achievement. But the most significant indicator of effectiveness, via the CHIEFEVAL, is Deckplate Leadership.
 - Leadership has long stressed to the Fleet the importance of recognizing Navy heritage. The extent to which a Chief Petty Officer grasps and trains to that heritage is now evaluated in the CHIEFEVAL.

- **Leadership Concurrence**
 - Chief of Naval Operations has been involved in the process since inception and concurs with the initiative. He asked that tactical performance be included within a performance trait. It has since been added to block 34 (Institutional and Technical Expertise).
 - The Chief of Naval Personnel concurred.
 - Fleet Master Chiefs each played a role in the shaping of the CHIEFEVAL. The current version is the 15th iteration and each version has evolved based on their input.
 - MCPON has briefed his Leadership Mess (Fleet/Force/CMDCMs assigned to Flag/General Officers), several Senior Enlisted Academy and CMC/COB courses and the prospective CO/XO leadership courses at the S.E.A.

- **Effect on Sailors**
 - The Mission, Vision and Guiding Principles clearly outline the expectations our Navy has of Chiefs, the expectations our Chiefs have of each other and, most importantly, what every Sailor should be able to expect from their Chief. Evaluation based on those traits ensures alignment with those expectations.

- **Logistics**
 - NAVFIT 98A can not be reprogrammed in time to accommodate the CHIEFEVAL for this September's evaluation cycle. The intent is that a PDF document be available for download on DirectLine and the NPC website and ready for use well before the September '08 evaluation cycle.

OBJECTIVES:

- Ensure communication of the intent and a thorough explanation of the CHIEFEVAL begins immediately and reaches every member of the Navy's Chiefs Mess and Wardroom.
- Provide explanation of each performance mark and explain where and how the CHIEFEVAL and the CPO Fitrep differ. Describe where diversity is included in the CHIEFEVAL, as well as retention and attrition.
- Ensure members of MCPON's Leadership Mess are aligned. Message dissemination will be their ultimate responsibility. It is critical that all are emphasizing the same key points.
- Counter misperceptions with timely responses. This document and follow-on media products will not only define the reasons for the revision but also the effect of it and the implementation.
- Prepare Fleet PAOs, CMCs, and the entire Navy's Chiefs Mess to discuss this initiative, and with media should questions arise.
- Prepare MCPON Leadership Mess to contact and brief every CO on why the change is being made, the details of the new performance criteria and how it will affect the ranking process.

ENGAGEMENT

- Engagement will consist of:
 - Deliberate insertion of message into MCPON remarks, Leadership Mess communication and internal media.
 - Use of internal media devices such as Captain Call kits, Plan of the Week, Podcasts and Daily News Updates to reinforce message.
 - Maintaining an up-to-date file of feedback, facts, articles, quotes and Fleet examples of best practices from both Chiefs and the Wardroom. This data will be posted to the DirectLine website as practical.

IMPLEMENTATION GUIDANCE:

- MCPON PAO will initiate the plan and coordinate action items with the respective offices. PAOs should contact MCPON PAO for guidance on these issues.

Appendices provide additional information:

Appendix A: Media Plan Tactics and Audiences:

Appendix B: Talking Points and Background

Appendix C: Frequently Asked Q&A's

Appendix A: TACTICS AND AUDIENCES:

Media	Principal	Staff	Targets	Tactics	Date
External	MCPON	MCCS Houlihan	Public	Long format interviews with subject matter experts via selected Fleet concentration center local media	Ongoing
	FLTCM West	MCC Mikoliczyk			
	FLTCM Howard	MCCS Weatherspoon		Availability to non-traditional media.	Tentative
	FLTCM McCalip	MCCS Houlihan			
FLTCM Evangelista	MCC James				

	Leadership Mess	MCCS Houlihan	Internal/External	Emphasize publicly the Revision	Situational
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Appendix B: Talking Points

- The CHIEFEVAL aligns the Chief Petty Officer evaluations with their published expectations and priorities. It re-enforces the Chief Petty Officer Mission, Vision and Guiding Principles and makes clear the roles and responsibilities of a Chief Petty Officer. There will be no blurring of the lines between Chiefs and Officers.
- The MVGP were developed in September 2006 and have been accepted as policy for CPO guidelines of performance and conduct. They have been ingrained in the Fleet through inclusion in all formal training, the Senior Enlisted Academy curriculum, the Command Master Chief Instruction and selection board precepts.
- The CHIEFEVAL form and the FITREP form are identical except for the Performance Traits (Blocks 33-39). The CHIEFEVAL performance traits mirror the CNO approved Chief Petty Officer Guiding Principles. The CHIEFEVAL performance traits are Deck-plate Leadership, Institutional and Technical Expertise, Professionalism, Loyalty, Character, Active Communication and A Sense of Heritage.
- Aligning the CPO fitness reports with the Guiding Principles matches strategy to policy. Once the revised fitness reports are being used, expectations, evaluations and criteria used by selection boards will be in alignment.
- NAVFIT 98A will not be used to complete the revised CHIEFEVAL. PDF documents will be available for download at DirectLine and the NPC website.

Appendix C: Frequently Asked Q&A's

Q1. Why does the Chief fitness report need revision?

A1. The Chief Petty Officer Evaluation (CHIEFEVAL) aligns the Navy's expectations of senior enlisted leaders with the way we evaluate them. For nearly two years, the Mission, Vision and Guiding Principles have been the guidelines by which we expect our Chiefs to operate. Those Guiding Principles have been embraced throughout the Fleet. Now, in order to fully instill them, our Chiefs will be evaluated, ranked and selected based on the extent to which they adhere to those Principles.

Q2. When will the new fitness reports take effect?

A2. The CHIEFEVAL will be ready for the September 2008 evaluation cycle. MCPON's Leadership Mess (all Fleet/Force/CMDCMs who work for Flag and General officers) have been briefed. They all have copies of the new fitness report and each of them have briefed their respective communities and messes. The fitness reports will be available for download in early July.

Q3. How will the new fitness reports work within the NAVFIT 98A program?

A3. They won't. There was no way to revise the NAVFIT program in time to use the new fitness report. The new report will be filled out on a PDF document and transmitted or mailed to NPC upon completion. Any command that uses the NAVFIT program will be reminded, via message, to use the new fitrep form.

Q4. What is the extent of the changes to the fitness report?

A4. The CHIEFEVAL differs from the previous fitrep only in the performance trait blocks. Trait average, summary average and blocks 1-32 remain unchanged and computations will not be affected by the revision. The Guiding Principles (Deck-plate Leadership, Institutional and Technical Expertise, Professionalism, Loyalty, Character, Active Communication and A Sense of Heritage) will replace the previous performance traits (Professional Expertise, Command or Organizational Climate/Equal Opportunity, Military Bearing/Character, Teamwork, Mission Accomplishment and Initiative, Leadership and Tactical Performance).

Q5. Equal Opportunity was a performance trait on the previous fitness report. It doesn't exist in the CHIEFEVAL. Is that an indication that the Navy places less value on a diverse workplace?

A5. No. In fact, the CHIEFEVAL places greater emphasis on the importance of Diversity than the previous version. In order to receive a 5.0 in character a Chief Petty Officer must "seamlessly integrate Diversity into all aspects of the command." Deckplate Leadership, Loyalty and Professionalism also stress the importance of positive command climate and creating equal opportunities for success.

Q6. How much training is required to ensure Navy leadership and the Navy's Chiefs Mess is prepared to use the CHIEFEVAL in September?

A6. The Mission, Vision and Guiding Principles have been in existence for almost two years, have been included in selection board precepts and the CMC instruction. Those principles have been embraced and adopted and every Chief Petty Officer is familiar with their intent and purpose. Command Master Chiefs are responsible for briefing the wardroom, but feedback from the officer community has been significant since the Guiding Principles were rolled out. They've been in favor of it from the beginning. The CHIEFEVAL is based exclusively on those principles so little training is required.

Q7. Chief Petty Officers were counseled in January 2007 using the old fitness report form. Now they will be evaluated in September using the CHIEFEVAL. Is there a danger that some may be operating under a conflicting set of expectations?

A7. Absolutely not. Any Chief who hasn't aligned his/her performance with the MVGP up to this point has been left behind. There has been no indication whatsoever of any confusion within the Mess as to the expectations and responsibilities of a Chief Petty Officer, that those expectations are based on the Guiding Principles.

Q8. What else needs to be done in order to ensure new form is used this September?

A8. Communication is now the key to the CHIEFEVAL's success. Navy Personnel Command has assured us that the fitness reports submitted on the PDF documents are compatible with the systems they use administratively, so logistics is not an issue. Now, it's simply a matter of getting this information to the Fleet as quickly as possible.